

2013 Strategic Plan

**One Local 1:
Leading, Fighting & Winning for the 99%!**



Introduction

In 2012 our union confronted extraordinary challenges. For the first time in our Local's history, all 11 of our master janitorial contracts expired in a single year in the midst of a Presidential election cycle. We faced these challenges with unprecedented coordination and planning, and this paid off. While workers around the country lost ground in an increasingly difficult environment, thousands of Local 1 members won raises last year. And our members played a significant role in helping secure President Obama's re-election. In the middle of all of this, we also took on the considerable challenge of passing a unified, fair dues structure – with a 79% yes vote -- placing us on firm financial footing as we move forward.

Still workers across our country face an uphill battle. Another Local 1 state – Michigan – the home of the modern American labor movement, became “Right-to-Work,” significantly weakening worker power. In Chicago, we face a critical fight for good jobs with “Democratic” Mayor Rahm Emanuel. This past year Mayor Emanuel eliminated more than 400 family-sustaining jobs in Chicago, leaving hundreds of our members out of work, or earning significantly less with inferior benefits.

Throughout 2013, we will continue to restore balance to our economy by waging aggressive and effective campaigns that shrink the growing gap between the richest 1% and everyone else. **This year will be “The Year of Security” for Local 1.** Our two master Chicago security contracts expire this year. Simultaneously, security officers in Columbus, Cincinnati, Detroit and Indianapolis are organizing to join our union. These workers are part of a growing movement of security officers from Philadelphia to Detroit to Portland who are joining together to improve jobs for our communities.

Winning for working families has never been more important. We have the opportunity—and the responsibility—to help turn the tide for working people. We once again plan to make our contract fights and organizing campaigns – this year in security -- large public battles highlighting the growing economic divide in our society.

Mission

Local 1 is a democratic and progressive Union working to create a just society for workers and their families. To meet this objective, we agree that workers of all races, religions, ethnic backgrounds, age, physical ability and handicap, gender, and sexual orientation are welcome in our Union and shall have opportunities for development of their skills and abilities. We will make this mission a reality through our efforts to bargain collectively for improved wages, benefits, and working conditions, and through education and training.

We also worry about the fate of those who do not currently enjoy the rights of collective bargaining. Our vision is not only to create better conditions for us and our families, but to organize the unorganized to create a just society for all workers.

We pledge that we will cooperate and join with the Service Employees International Union to meet our objectives, which will result in economic justice and create a better world to live in with peace, dignity and security for all.

Vision

We envision a society where there is greater equality between the richest 1% and the 99 %, where the hard work of private sector service workers is rewarded with decent pay and good benefits, and where workers share in the prosperity generated by their labor.

To realize our vision, we will tap into the anger that has been sparked by the loss of good jobs and the dwindling middle class. We will channel our fellow members' energy and engagement in organizing and contract campaigns to revitalize the labor movement and inspire hope among workers and within the broader community, so that we can create a society where our children and grandchildren thrive and live the dream we fought to realize.

We will achieve our vision by being innovative, pushing the envelope, and acting boldly and imaginatively. We will unite private sector service workers using innovative strategies to demonstrate that belonging to a union is the surest path to the middle class and to spark workers to take action.

This will require us to mobilize both Local 1 members and non-union workers in record numbers. It will require us to help member-leaders among us identify and gain the skills and support they need to assume greater leadership roles. Member-leaders must also branch out, linking the relationships they have with their churches, community organizations and other strategic partners to our work in the labor movement.

Overview: 2013 Local-Wide Strategic Goals

1. ***Increase membership*** to expand strength in key geographies and industry sectors, specifically:
 - Reach and maintain density targets in janitorial markets;
 - Organize security targets covered by national agreements by triggering and beginning bargaining in Cincinnati and Indianapolis, and have Columbus and Detroit campaigns on track to trigger in the first quarter of 2014; and
 - Wage an effective airport organizing campaign in Chicago.
2. Wage a comprehensive and effective Chicago ***security contract campaign*** that wins real gains for downtown and suburban members, builds organization and strength in the security sector and positions us well as we organize officers in our other markets.
3. Wage effective ***healthcare reopener campaigns*** in targeted janitorial markets, and effective economic reopener in Indianapolis.
4. ***Continue to build a movement for the 99%***, building political power and community strength by waging effective electoral, legislative, and advocacy campaigns focusing on:
 - Building a more robust and intentional strategic partners program;
 - Run targeted aggressive electoral campaigns at the City and County level in our markets; and
 - Continue to wage a robust City of Chicago campaign aimed at passing the Responsible Bidders Ordinance.

5. ***Meet SEIU 2012 leadership development convention mandate*** (in all divisions and states) with at least 10% of members active and 1% playing leadership roles in building our union and the movement for the 99%, including:
 - Successfully launch expanded member leadership roles;
 - Consistent and effective member engagement tracking and reporting system, including a quarterly E-Board report evidencing progress toward goals; and
 - Increase COPE participation to meet the International Union mandate;
6. ***Create an effective model for working as one local***, including clarifying union-wide vision, goals, operating model, structure, communications, and support relationships between divisions, departments and states.
7. Continue to ***strengthen structure and systems to meet strategic challenges*** -- making identifiable progress on staff management and development, internal communications, administrative systems, financial management and successful implementation of our new dues structure -- to best meet local-wide goals.

2013 will be another highly demanding year for our union. This section is intended to highlight non-routine work for divisions/states and departments and in no way is intended to be exhaustive. Each division/state and departments will have a more detailed plan and set of priorities for 2013. For purposes of this document, this section highlights goals that support our top organizational priorities outlined above.

This is the second year we engaged in an integrated planning process. We attempted to build on the success of last year's process, which effectively focused and aligned our work. We also learned from the growing pains of the planning process last year and launched our planning process this year with greater union-wide involvement. Following our planning launch at our local-wide management meeting in September, directors engaged a much larger cross section of our staff in drafting and refining division/state and department goals. Next year, we intend to continue to broaden and deepen the planning process with wider scale engagement of staff and member leaders.

We will need unprecedented coordination and cooperation in order to successfully execute this ambitious plan. Last year we recognized that despite the unique challenges of our cities and divisions, the core of our work across all our states and divisions is the same. The same is true this year.

- How do we organize more workers into our union to begin to rebuild the labor movement?
- How do we best mobilize members to lead our union and win good contracts?
- How do we use politics to win social and economic justice for working families?

There are no easy answers to these questions, but we believe that our planning and focused use of resources will position us well to win in the coming year. The work will require an unprecedented level of commitment, communication, cooperation and coordination. The Executive Board will play a key role in guiding the Local, making strategic policy and resourcing decisions.

Sections:

New Organizing

1. Continue to organize workers in the three key property service growth sectors – Security, Airports and Multi-services – coordinating with the International to leverage support and resources. Specifically, our local will focus on the following:
 - a. **Security**
 - Trigger and begin bargaining in Indianapolis and Cincinnati;
 - Wage effective campaigns in Detroit and Columbus to be on track to trigger/bargain in first quarter of 2014;
 - Prepare for the launch of Cleveland and Milwaukee campaigns in early 2014; and
 - Organize Universal Security in conjunction with the campaign for Responsible Bidder Ordinance in Chicago
 - b. **Airports**
 - Keep field engaged thru city campaign to win Responsible Bidders Ordinance
 - Be ready to pivot to recognition/airports ordinance phase of campaign post RBO victory
 - Survey airports in all our markets to determine viable targets (using contractor mix and political climate as tests) for 2014 organizing
 - c. **Multi-service**
 - File and win NLRB election to organize Sodexo food-service workers at Ohio State University; and
 - Organize food-service workers at higher education institutions in Missouri, specifically: University of Missouri St. Louis; University of Central Missouri; Lincoln University; and Webster University
2. Identify opportunities for member leaders to participate in organizing campaigns through our **Member Organizer** leadership role. The Organizing Department will work with internal organizers across our local and the MLA department to identify opportunities for Member Organizers by assisting in training members on the importance of growth and develop skills necessary to organize non-union workers.
3. Continue to **support all states/cities and all campaigns across the local's geography**: provide staffing for blitzes, mobilizations, and direct action activities as needed

Chicago Divisions

Allied & Industrial

1. Successfully negotiate COPE, lost-time and labor management committee language into all 13 Allied contracts expiring in 2013, and successfully protect wages and benefits in each of these contracts.
2. From January 1 -- March 31, in the spirit of acting as one Local 1, we will successfully:
 - Transfer janitorial units at McCormick Place and Navy Pier to the Commercial Division;

- Transfer Chicago area Firemen and Oilers units into the Allied Division; and
 - Transition all cemetery units into the Member Resource Center/Grievance Center.
3. Support local-wide priority campaigns making Allied staff and member leaders available to support the security organizing & contract campaigns and janitorial healthcare reopeners throughout 2013.
 4. Educate Allied members about ongoing leadership opportunities at Local 1, which focus on winning organizing and contract campaigns and building political power for the 99%. Further, the division will work with the MLA Department to develop and launch an aggressive training program by the end of the first quarter that helps facilitate moving Allied members into the local leadership roles, and the success will be evidenced by doubling the number of active stewards and moving other workers into key leadership roles, including but not limited to Communications Captains and Member Political Organizers.

Commercial

1. Meet MLA goals by recruiting and developing 30 high level leaders and engaging 600 members per quarter. Specifically, the division will:
 - Engage members in City campaign, security campaigns, healthcare reopener campaigns and COPE drives;
 - Internal organizers will recruit new leaders in their respected areas and develop them through trainings, ongoing volunteer opportunities through the MLA Department and lost-time programs; and
 - Current leaders will be evaluated and developed to the next level of leadership and plugged into the expanded MLA volunteer leadership roles.
2. Build cross-divisional solidarity by supporting the Chicago Security Campaign by:
 - Moving the security solidarity pledge in the field;
 - Recruiting 100 commercial janitors to attend the kick off security campaign convention in March;
 - Engage 150 workers at rallies held between 3:30-4:30pm downtown;
 - Engage suburban security officers during commercial downtown and suburban building visits; and
 - Provide staff and member leaders to support the security organizing and contract campaigns.
3. Wage an effective Fight-Back Campaign against the City of Chicago by:
 - Organizing United Maintenance workers at O'Hare Airport by April 1, 2013 by engaging the workers to sign cards and demand recognition by March; and
 - Continue run an aggressive field program that pressures the City (both Mayor and City Council) to pass the Responsible Bidders Ordinance.

Fireman & Oilers

1. Support the successful reorganization of the Firemen & Oiler Division integrating bargaining units into the Allied and the Institutional Divisions and transition the outside Chicago land units to their nearest cities for more efficient servicing and integration into those cities' campaigns and programs:
 - Transition grievance handling into the MRC/Grievance Center; and
 - Align units by city geographies i.e., Universal manufacturing into Kansas City, Keebler and Kroger Foods into Cincinnati
2. Support and coordinate the Chicago Public Schools fight back plans in coordination with the Institutional Division and Public Affairs Department, and work to stop efforts to privatize lunchroom manager jobs.

Institutional

1. Successfully conduct fight-back campaigns that ensure that all publicly funded service contracts (Chicago Public Schools, Cook County Hospital Board and the City of Chicago) pay prevailing wages and benefits and are awarded to union contractors. The field work for these fight-back campaigns will be driven by 40 top level stewards and worksite activists. Specifically, the division will:
 - **Chicago Public Schools:** March 31, 2013 announcement to close 120 schools that would lay-off several hundred members from the Institutional division. Successfully mobilize 25 Member Leaders and 100 member activist with active involvement by a fight back team in hopes of staging off non-union contracting.
 - **Cook County Hospital Board:** Continue to engage the Cook County Hospital Board to address the non-union contractor (Jani-King) currently performing work in the county clinics and get work transitioned to a responsible union contractor. Successfully mobilize 10 member leaders and 50 member activist to engage in this effort by the end of the second quarter.
 - **City of Chicago:** Successfully organize Zone 3 Dayspring workers into our union by the end of the second quarter, and continue to mobilize activist base in robust field program to push the City to adopt the Responsible Bidders Ordinance.
2. Successfully negotiate GCA suburban contracts by June 1, 2013, without givebacks and with significant gains in wages and benefits, with active involvement by a contract action team of 40 members and ratified by at least 60% of voting members.
3. Work with Research and Public Affairs to develop a plan to successfully organize several hundred charter school janitors at UNO schools and negotiate a contract that mirrors our current CPS agreement by Sept, 1 2013 with the support of 12 member organizers.
4. Mobilize a minimum of 25 members by March 1, 2013, to assist the security contract campaign by actively moving the security solidarity petition in the field and turning member leaders and activists out to the security contract convention and rallies, helping officers win significant wage gains and protect benefits.
5. Develop more Member Political Organizers to help build political power for our union, especially critical to those in the publicly funded positions, by running a successful COPE

upgrade and member political education program moving current contributors from \$5 to \$20 per month and signing up 150 new contributors over the course of 2013.

Residential

1. **Organizing:** In coordination with our organizing department, the division will build residential density by running aggressive and innovative campaigns that leverage our employer relations and member activism in organizing 250 new residential workers into our union by year end.
2. **Contract Administration:** Develop a system in conjunction with contract department to track all unsigned contracts. We believe there are between 100 and 150 unsigned contracts. Field Reps. will be responsible for obtaining signed CBA's by July 1, 2013. Field Reps. will be responsible to reduce unsigned contracts by 25% every month from March 1, thru September 1, 2013. At year end the goal is to have 100% of the Employers with signed contracts.
3. **Fight Back Campaigns:** Whenever a building goes non-union, has work related issues or non-payment of funds we need to be prepared to engage the Employers by whatever means necessary. We are looking to get all contracts back and signed by September 1, 2013. All contracts that are not signed or returned we would develop a campaign based on the Tier of the building, but also where the building is located. Any building in the downtown area a campaign would be developed and implemented. Any building outside of the downtown area, we would have to take into account all logistics to see if we could move a successful campaign. Will develop campaigns on an on-going bases depending upon the situation and all campaigns would be coordinate through Residential Director.
4. **Member Leadership in Action:** As we make building visits we will start developing a list of all potential key leaders at the buildings that have no leaders and lay out to our key leaders a plan that we want our leaders to do. In the first quarter of 2013, work with leaders that we already have developed to move new leaders on key campaigns. It is important that those leaders work to bring other members in their buildings into the fold.

Security

1. Successfully negotiate new downtown and suburban master security agreements in 2013, with significant wage improvements, involving a record number of officer activists, and ensure that the agreements are ratified by at least 25% of the bargaining units. The key contract campaign goals include:
 - Moving closer to wage parity with janitors;
 - Ensuring that publicly funded sites fall under the downtown agreement/jurisdiction;
 - Protect healthcare and retirement benefits over the whole agreement; and
 - Line up the downtown and suburban expiration dates (like the janitorial agreements) for the next contract cycle to increase employer leverage.
2. Host the largest ever Local 1 security contract convention that brings together more than 500 security officers where downtown and suburban officers will connect and commit to action throughout 2013 – “The Year of Security.”

3. Continue to implement steward/leadership trainings, ensuring that members are moved to action following trainings and are beginning to fill key MLA roles, including Communications Captain, Member Political Organizer and Member Organizer evidenced by numeric improvement each quarter of 2013.

Sports & Entertainment

1. Lead the formation of a local-wide council of all Local 1 cities with Sports & Entertainment units to better coordinate and ensure industry strength and consistency across all geographies.
2. Wage effective campaigns to win new contracts with economic improvements for ground crew units, including for the Brewers, Tigers, and Cubs.
3. Wage an effective contract campaign at the United Center for Levy Restaurants that wins significant economic improvements and engages a record number of workers.

States

Indiana

1. Wage an effective janitorial contract reopener campaign by accomplishing the growth and MLA goals detailed below. Goals 2 and 3 are conditions precedent to a successful reopener that improves standards and secures the market.
2. Grow the market by building greater janitorial density and organizing security officers for the first time, specifically:
 - Build to at least 75% density in janitorial sector and organize one non-union contractor; and
 - Work with Organizing Department to trigger security sign-up & begin bargaining contract & ID future growth.
3. Build an effective leadership and activist base by:
 - Developing at least 1% of our members into leaders---using contract reopener, density work and organizing campaigns to create leadership roles/development opportunities.
 - Mobilize at least 10% of our members in the market to a rally, action, community event throughout 2013; and
 - Develop plan to stabilize the 1% for future and to keep the 10% we've mobilized engaged and moving into ongoing MLA volunteer leadership roles.

Ohio

1. Bring home janitorial master agreements in Columbus and Cincinnati in the first quarter of 2013 that secure economic improvements and anticipate likely healthcare reopeners in late 2013 or early 2014.
2. Grow markets in the state by working with the Organizing Department to:

- Trigger security sign-up and begin bargaining in Cincinnati;
 - File and win an election to represent Sodexo food-service workers at Ohio State University;
 - Wage an effective security campaign in Columbus to trigger and begin bargaining in 2014;
 - Survey Cleveland higher education universe to determine multi-service targets for late 2013/early 2014; and
 - Build density in our janitorial markets, specifically:
 - Cincinnati: complete LOU agreement organizing
 - Cleveland: survey suburbs & make plan to organize in 2014
 - Columbus: complete LOU agreement organizing and survey suburbs/Delaware County
3. Build an effective leadership and activist base by:
 - Developing at least 1% of our members into leaders---using contract reopener, density work and organizing campaigns to create leadership roles/development opportunities.
 - Mobilize at least 10% of our members in the market to a rally, action, community event throughout 2013; and
 - Develop plan to stabilize the 1% for future and to keep the 10% we've mobilized engaged and moving into ongoing MLA volunteer leadership roles
 4. Refine staffing structure and support to best advance state-wide goals, including:
 - Developing effective staff/member ratio that meet needs in each market and ensure equitable use of resources; and
 - Creating staff development plans so all staff meet MLA goals.
 5. Continue to work towards goal of acting as one local by:
 - Supporting our brothers and sisters in other markets as they wage campaigns/fights across all Local 1 markets, specifically security organizing and contract campaigns in 2013; and
 - Creating ongoing opportunities for staff and members from other markets to work on Ohio campaigns and interact with and help develop Ohio members.

Michigan

1. **Growth:** Successfully complete all organizing that falls under the 80% organizing work to strengthen janitorial base in Metro Detroit.
 - Organize the remaining double-breasted contractors (ABM, New Image and PBS) buildings in Southfield, Troy and Dearborn with internal field representative and three member leaders.
 - Decrease the non-union density in Metro Detroit by mid-June while organizing specific targets (PIC) to increase strength in the Detroit market.
 - Development 5 member leaders to during each campaign in member-to-member communication skills.
2. **Member Leadership and Development/Action:** Develop a core group of member leaders utilizing the organizing opportunities presented throughout the year. Grievance rep and

field rep will document at least 10% (200) of members active and 1% (20) playing leadership roles in political organizing, member representation and organizing work by the December 2013.

3. **Politics:** Target specific Detroit City Council members for endorsement of a responsible bidder's ordinance in the city. Coordinate with the Michigan State Council to operate during the 2013 Mayoral elections with clear targets and priorities set with our organizing market. Develop at least 5 MPOs to work throughout the election cycle on specific campaigns of endorsed candidates.

Missouri

1. Meet Member Leadership & Action 10%/1% leadership and activist goals in Missouri by:
 - Developing a network of Member Political Organizers to engage in actions such as in-district political meetings; participation in lobby days; and other MPO activities in MO to meet the local-wide MLA goals for 2013; and
 - Developing members to help with increasing our union density in both the property service 80% work and public division work. Utilize these members to help flip three buildings by July 2013.
2. Successfully move our Kansas City, Springfield and St. Louis contract enforcement work into the Member Resource Center in order to help us be "one local" and meet one of the Local-Wide goals.
3. Wage effective healthcare reopener campaigns in Kansas City and St. Louis that protect member benefits.
4. Increase our union density in the public sector division (state worker, MSD, St. Louis units, Jackson County unit, Greene County, Springfield, and Webb City). Try to get at least 100 workers signed to the union across Missouri. Develop 5-10 member leaders to help sign up 100 workers in the public sector (open shop) division of the local through on-on-one conversations in their shops, home visiting on weekends. Work out an agreement with State on Fair Share language for state employees for implementation in 2013-2014.
5. Successfully participate in the legislative fight back campaigns (Right-to-Work, Pay Check Deception) with our allies and coalition members.

Texas

In 2013, our local will be working with the International to transition our Houston operation to a stand-alone multi-industry Texas local that will include healthcare and public sector workers. We believe this is the best interest of our Houston members as the structure will maximize SEIU's ability to build long-term power for workers in Texas.

Wisconsin

1. **Increase density/membership** by waging an aggressive campaign against Clean Power. There are more than 2,000 non-union Clean Power janitors in Wisconsin, with about 300-400 working in the suburbs surrounding Milwaukee. Furthermore, Clean Power has

recently taken over accounts at several key flagship buildings and they are actively going after additional union accounts.

2. **Wage effective healthcare reopener campaign** that protects member benefits for the agreement that expires on December 31, 2013. The potential success of this campaign is directly tied into the Clean Power 80% organizing campaign to defend the Milwaukee market.
3. **Meet 10%/1% leadership development goals** by having member play key leadership roles on the Clean Power campaign connecting this work to our ability to win a good contract, and specifically working with the MLA Department to standardize training, mobilization and turnout of member leaders.
4. **Create an effective model for working as one local** on 80% organizing work as evidenced by the planning and execution of the Clean Power campaign which will require communications, research and strategic planning support, and coordinated coordinate solidarity activities across our union.

Union-wide Programs & Servicing

These departments drive local-wide programs and provide local-wide support. In this capacity, it's critical for divisions and states to coordinate closely to maximize the value of the strategic support.

Communications

1. Members hear from Local 1 more frequently about campaigns, victories and opportunities to get involved as a member leader or activist evidenced by improved results in the 2013 and 2014 member polls.
2. Improve our position as the voice of low-wage workers in our markets by deliberately branding SEIU Local 1 as an organization that's working to restore balance to our economy, specifically:
 - Evidenced by media coverage, relationships with reporters and integration into the natural news cycle;
 - Evidenced by breadth and strength of worker spokespeople;
 - Evidenced by a consistent wealth disparity message across all campaigns; and
 - Evidenced by our social media voice – posting and sharing content about not just Local 1 members but all working people and sharing relevant content from other sources.
3. Develop communication strategies that move decision-makers such as building owners and clients, contractors and elected officials.
 - Evidenced by successful strategies that move campaigns forward and help win real gains for members and workers who are organizing, particularly security officers; and
 - Evidenced by communications plans with messages crafted to reach specific goals and decision-makers.

4. Strong and effective structure and systems that build a solid communications infrastructure.
 - Evidenced by our ability to quickly and effectively respond to crises;
 - Evidenced by an effective reporting structure that is clear and understood by other departments and staff who work with our department; and
 - Evidenced by a robust infrastructure, including organized shared files, photos, videos, worker stories, a functioning database, and solid staff and member spokespeople.

Member Leaders in Action (MLA)

1. Implement a volunteer leader/activist network that engages a broad and diverse group of members and becomes a sustainable structure within the Local.
2. Implement a comprehensive MLA tracking system that measures the successful development of leaders and activists and allows us to meet the 1% and 10% leadership development goals as mandated at the 2012 SEIU International Convention.
3. Increase the Local's political power to fight against "Right to Work" legislation and other attacks against organized labor by:
 - Increasing the Local's COPE contributions by providing additional trainings on COPE messaging;
 - Increase the unions lobbying efforts by increasing the number of Member Political Organizers; and
 - Utilize our strategic partners program to engage member leaders by connecting them to causes and fights outside of the union.

Member Services

(Benefit Funds Integration, Collective Bargaining & Contract Administration, Grievance Center, Member Resource Center)

Benefit Funds Integration

1. Identify key principles and goals by mid-year 2013 that will guide the process of integrating all Local 1 legacy Taft-Hartley funds.
2. Work to facilitate transition to ACA for each fund, if needed.
3. Coordinate discovery process with other successful Locals who transitioned their Taft Hartley Fund; 1199 UHE, 32BJ, 775NW, etc., and continue to collect all relevant information.
4. Analyze information from funds and determine a strategy and course of action for integration between our various funds, including:
 - Determine employer groups in each Taft-Hartley fund and how we can facilitate merging of funds;

- Compare plans from each Taft-Hartley plan and work toward a common local-wide plan;
- Work with legal department in facilitating move to local-wide fund; and
- Move discussions in fund meetings regarding merging

Collective Bargaining & Contract Administration

1. Coordinate and supervise all aspects of collective bargaining across geographies. The following collective bargaining goals need to be met:
 - Train a select set of staff regionally divided to bargaining contracts by May 1;
 - Create a bargaining plan for whole local to assign staff by geography to needed bargaining of CBA;
 - Create a folder with model language for every issue for every division in a CBA so that bargaining staff has a resource when issues arise at the bargaining table;
 - Create on-going mentoring of negotiating staff in all areas of collective bargaining so as to foster overall development;
 - Through the Sector/City Director, coordinate and supervise the chief negotiator and/or back-up negotiator for all bargaining units by industry.
2. Standardization of contract language, including:
 - Continue to standardize contract language, focusing on janitorial and security agreements through-out 2013 by providing model language to the bargaining committees for the following articles: (1) bargaining unit; (2) union membership/check-off and COPE; (3) funeral leave; (4) leaves of absence; (5) strikes, lockouts and picketing; (6) grievance procedure; (7) successor language; (8) labor management committees; and (9) subcontracting; and
 - Create a folder with model language for every issue in a CBA so that staff has a resource when issues arise at the bargaining table.
3. Reevaluate contract bidding procedure and revise as necessary by June 1:
 - Incorporate technology to streamline process; and
 - Examine cities outside Chicago and create a local-wide bid process for all geographies.
4. Effective contract administration by maintaining a calendar and database, which documents past, present and future dates and information of importance regarding collective bargaining activities at the local.
 - Modernize all lists, updating and moving them to excel or other platform to facilitate efficiency and technology improvements by September 1; and
 - Interact with the benefit funds of our members relating to contractors, contracts and fund delinquencies.

Grievance Center (GC)

1. Expand the reach of the GC by:
 - Incorporate the Firemen & Oilers Division into the MRC and GC by April 1;
 - Incorporate Missouri into using Unionware to process and track all grievances by April 1; and

- Incorporate the Allied division into using Unionware to process and track all grievances by April 1, and roll servicing of cemetery workers into the MRC/GC by April 1.
2. Work with the Legal Department to conduct arbitration training for all GC staff with the goals of promoting deeper understanding of case development, and working toward transition grievance arbitrations (with the exception of the most difficult and strategic cases) to the GC from the Legal Department.
 3. Focus on staff development and train grievance reps in:
 - Deepening knowledge of just cause, past practice and other important parts of grievance handling;
 - Case development;
 - Dealing with employers; and
 - Effective time management techniques.
 4. Identify significant worksite and/or departmental campaigns and issues and develop coordinated strategies and tactics to effectively support them, including petitions, group grievances, work actions, and legal actions with special attention and resources on the 2013 security master contract campaigns.

Member Resource Center (MRC)

1. Route all inbound calls to the local through the MRC (including all remote offices) by September 1, or sooner, depending on technology upgrades of communications hardware. Specifically, educate MRC Reps about jurisdictions, collective bargaining agreements, benefit information and staff assignments in affected cities.
2. Develop plans for a more efficient physical set-up of the MRC for MRC Reps and Coordinator by May 1, including:
 - Evaluating the present space and efficiencies achieved from a reorganization of work spaces by April 1.
 - Develop plan and cost of worksite layout to do a cost-benefit analysis of the planned recommended changes by October 1.
3. Improve communication between the MRC and cities:
 - Proactive development of one line short messages for the end of each call with members highlighting a campaign or issue in that city
 - Institute monthly City/Division updates highlighting issues and calls and types of issues and most asked questions for Directors.
 - Develop piece, in coordination with the Communications Department, for Local 1 website regarding MRC for members, including: (1) frequently asked questions; (2) MRC success stories, for example, victorious pay cases; and (3) general MRC stats.
4. Continued staff training focused on benefits, contract language and any state and federal laws and other resources important to our members.

Public Affairs

1. Determine structure and staffing for newly created Public Affairs Department that will enable department to provide effective political, legislative and community support local-wide to organizing and contract campaigns.
2. Improved and streamline political compliance and reporting, including PAC administration and lobbyist reporting across the Local.
3. Strategically brand Local 1 by actively scheduling both members and leaders to attend political and community events across our geographies.
4. Develop process for strategic political and community giving including implementing the recommendations suggested by the Strategic Partnership Committee (and as approved by the Executive Board).

Research

1. As part of our contribution to 2013 local-wide goal of developing a “one local” culture and structure, develop relationships between research department and divisions/cities we haven’t traditionally worked with or have not been part of integrated campaigns with; work with division drivers to identify opportunities for research to contribute to their goals, including contract campaigns, and to help identify growth opportunities in their city or division. This is part of longer term twin goals of:
 - Integrating the research department more deeply into Local-wide work; and
 - Helping divisions and cities grow.
2. As one of two departments (the other being Communication) with staff involved in virtually all of the Locals major campaign work, identify opportunities and possibly structures to more effectively integrate work across campaigns and cities. Work with research, communication, organizing and internal staff to ensure that new growth campaigns align with internal growth work and contract goals; integrate longer term goals in each locale with shorter term campaign goals.
3. Build on the work Research did during 2012 janitorial campaigns, such as with Capital Stewardship, and continue to develop relationships with division staff and other Locals in order to collaborate on projects and campaigns, identify useful relationships and/or the need to develop them and share best practices and information. By the end of year, have an infrastructure and processes for this work, including assigning specific staff to develop and maintain particular relationships and move pieces through the developing networks.

Retirees

1. Develop a comprehensive year-long events calendar for retirees to facilitate participation in volunteer activities, including phone banking and other actions. We plan to end the year recognizing the efforts of our top retirees with different awards.